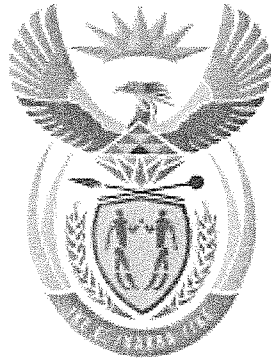


2013/1H/001



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**N10(E)(N15)H  
NOVEMBER EXAMINATION**

**NATIONAL CERTIFICATE**

**APPLIED MANAGEMENT N4**

**(4090594)**

**15 November 2013 (X-Paper)  
09:00–12:00**

**This question paper consists of 9 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING  
REPUBLIC OF SOUTH AFRICA  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N4  
TIME: 3 HOURS  
MARKS: 200**

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**INSTRUCTIONS AND INFORMATION**

1. Answer ALL the questions.
  2. Read ALL the questions carefully.
  3. Number the answers according to the numbering system used in this question paper.
  4. Write neatly and legibly.
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**SECTION A****QUESTION 1**

1.1 Indicate whether the following catering operations would fall under either 'commercial', 'non-commercial' or 'non-profit' commercial food sectors. Write only your choice next to the question number and letter (1.1 A–J), in the ANSWER BOOK.

- A Farmhouses
- B Governmental schools
- C Private schools
- D Railways
- E Hotels
- F Government-subsidised Old Age Homes
- G Governmental hospitals
- H Restaurants
- I Cafés
- J Naval Base

(10 x 1) (10)

- 1.2 Choose the correct word/s in Column B to suit the description in Column A. Write only the letter (A–J) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	A sequence of actions which are linked	A	guidance
1.2.2	Directing subordinates properly in the execution of their tasks	B	resources
1.2.3	The formal grouping of people in an organisation for particular activities	C	innovation
1.2.4	The means available for the achievement of specific goals	D	process
1.2.5	New ideas and changes in an organisation	E	presentation
1.2.6	The ability of a manager to work effectively with people	F	technical skills
1.2.7	The way in which food is served to clients	G	organisation structure
1.2.8	The ability of a manager to use utensils and equipment properly	H	objectives
1.2.9	The limits within which decisions can be made	I	interpersonal skills
1.2.10	What an organisation aims to achieve	J	policy

(10 x 2)

(20)

- 1.3 Various possible options are provided as answers to the following questions. Choose the correct answer and write only the letter (A–D) next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

1.3.1 A typical example of operational planning in a restaurant is as follows:

- A Development of new markets
- B Extension of markets
- C Human resources provision
- D Extending restaurant hours

- 1.3.2 Which ONE of the following ownership types belongs to a single person who operates the business at his/her own risk?
- A Co-operative
  - B Partnership
  - C Sole Ownership
  - D Company
- 1.3.3 The major difference between delegation of authority and decentralisation is ...
- A delegation takes place on a person to person basis.
  - B decentralisation takes place on a person to person basis.
  - C delegation takes place on an organisational level.
  - D None of the above
- 1.3.4 This type of leader feels that because of his/her position and authority, he/she knows best and can make all the decisions alone.
- A Autocratic leader
  - B Democratic leader
  - C Worker centred leader
  - D Situational leader
- 1.3.5 The FOUR facets of leadership include:
- A Directing, decision-making, communication and planning
  - B Decision-making, motivation, communication and planning
  - C Decision-making, planning, control and motivation
  - D Directing, decision-making, communication and motivation
- 1.3.6 Which of the following factors will NOT influence the span of control in an organisation?
- A The type of organisation
  - B The type of work performed
  - C The level of supervision
  - D The type of informal organisation structure
- 1.3.7 A system of identification and communication that sends a signal to the manager when his attention is required is known as management by ...
- A execution.
  - B looking.
  - C implementation.
  - D exception.

- 1.3.8 Which ONE of the following options can be seen as a 'time robber' in an organisation?
- A Scheduled visitors
  - B Excessive paperwork
  - C Lunch breaks
  - D Concise telephone conversations
- 1.3.9 A plan used only once in a company is known as a ...
- A fixed plan.
  - B standing plan.
  - C single plan.
  - D strategic plan.
- 1.3.10 A statement of planned expenditure in terms of money, time, personnel and equipment, is known as a ...
- A single plan.
  - B cash slip.
  - C motivational letter.
  - D budget.

(10 x 2) (20)  
[50]

**TOTAL SECTION A: 50**

**SECTION B****QUESTION 2**

After her graduation, Rowena Wallis was offered a partnership in an existing catering business, Food4U, currently being run solely by her aunt, Trish. There are FOUR full time workers employed and ONE driver is used on a part time basis when needed.

- 2.1 Provide a brief explanation of what a *partnership* is. (3)
- 2.2 Trish has asked Rowena to assist with strategic planning for this business. She has a few ideas in place to expand the business. Give SIX characteristics of strategic/corporate planning. (6)
- 2.3 Trish would like Rowena to be involved with the operational planning of Food4U so that she can spend more time on marketing the business. Explain what operational planning is. (4)
- 2.4 Planning as a management function is extremely important. List SIX reasons of the importance of any type of planning in a business. (6 x 2) (12)
- 2.5 In order for Trish to market her business, she needs a vision for Food4U. Assist her and Rowena with the following components of strategic planning:
- 2.5.1 A slogan for Food4U
- 2.5.2 A mission statement for Food4U (2 x 2) (4)
- 2.6 Some managers are under the false impression that planning is only necessary for new organisations and that no further planning is important. Explain why planning is an ongoing process for any organisation. (4)
- 2.7 Rowena decided to draw an organisational structure for Food4U. Trish cannot understand why Rowena wants to do this as she feels that because they are such a small operation, it is not necessary. Supply THREE reasons why it is necessary to have a formal organisational structure in place. (3)
- 2.8 What type of organisational structure will Rowena design for this organisation? Provide a reason for your answer. (1 + 2) (3)
- 2.9 Give an explanation of what an informal organisational structure is. (4)
- 2.10 Fill in the missing words:
- 2.10.1 ... division of labour refers to the introduction of lines of authority and describes the different levels in the organisation.

- 2.10.2 ... division of labour implies that if a task is more specialised, the worker can accomplish more with the same effort, thus the worker is more effective. (2 x 2) (4)
- 2.11 Name the THREE elements of delegation. (3) [50]

### QUESTION 3

- 3.1 Leadership is a broad term for a management function. Rowena and Trish have to be leaders in their organisation. Explain the THREE meanings attached to the concept of leadership. (3 x 2) (6)
- 3.2 Leaders often assess a situation and decide which type of leadership style to follow. Explain the following leadership styles:
- 3.2.1 Worker-centred style
- 3.2.2 Situational leadership style
- 3.2.3 Paternalistic leadership style
- 3.2.4 Autocratic leadership style
- 3.2.5 Democratic leadership style (5 x 2) (10)
- 3.3 Communication misunderstandings often occur between Trish and her staff. Explain to her what communication barriers can cause these misunderstandings between them. Name and explain FIVE communication barriers. (5 x 2) (10)
- 3.4 Keeping staff motivated is an important role that a leader has to fulfil. How can Trish and Rowena motivate their staff to perform at their best and to be loyal towards Food4U? Give FOUR practical motivational tips. (4)
- 3.5 Trish has regular meetings and discussions with her staff, she has sent TWO of the kitchen workers on pastry training and she tries to maintain a positive organisational culture in her small organisation. These are all elements of good management practice which she tries to maintain at Food4U. Discuss how each of these management practices (3.5.1 – 3.5.3) can contribute to co-ordination in her company:
- 3.5.1 Regular discussions and meetings
- 3.5.2 Organisational culture
- 3.5.3 Development, training and education (3 x 3) (9)
- 3.6 Name the THREE elements of co-ordination. (3)



- 3.7 Workers working together as a team is an attribute to any establishment. Unfortunately there are certain factors which can inhibit co-ordination. List FOUR factors which can inhibit co-ordination in an organisation. (4 x 2) (8)  
[50]

#### QUESTION 4

- 4.1 As a new partner to this business, Rowena came up with a new idea during the strategic planning session. She suggested that Trish convert her house into a guest house. She also suggested that they plan for a venue where small weddings and functions can be held.
- 4.1.1 Give the characteristics of a guest house. (4 x 2) (8)
- 4.1.2 Explain the difference between a guest house and a bed and breakfast. (2)
- 4.2 Would a guest house with a staff component of six employees have a wide or a narrow span of control? Motivate your answer. (2 + 2) (4)
- 4.3 Indicate the FOUR steps in control by making use of a flow-diagram. (4 x 2) (8)
- 4.4 Trish has struggled with theft over the last few months. She feels that she does not have the necessary control procedures in place to combat theft.
- 4.4.1 Give FIVE reasons why control is of utmost importance at Food4U. (5 x 2) (10)
- 4.4.2 Name SIX management policies which can be applied to combat theft in an organisation. (6 x 2) (12)
- 4.5 Rowena enjoys the administrative side to catering and control. She is responsible for placing orders as soon as the re-order level of ingredients has been reached. Explain what is meant by 're-order level.' (2)
- 4.6 Food4U believes that they can only produce quality food if the raw ingredients that they purchase are of an excellent standard. This is another of the new tasks allocated to Rowena. She is responsible for the procurement of the raw ingredients. Explain what she must be aware of and keep in mind when purchasing ingredients. (4)

**TOTAL SECTION B: 150**  
**GRAND TOTAL: 200**